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CHANGING PERCEPTIONS OF RACE RELATIONS IN MANAGEMENT  
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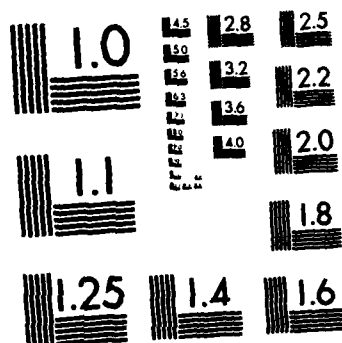
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## FINAL TECHNICAL REPORT

### Changing Race Relations in Management

This report provides an overview of the research completed under ONR contract (N00014-82-K-0715), "Changing Race Relations in Management." During the period from July 1982 through July 1986, the study examined the processes and outcomes associated with a project to improve race relations among managers within an American corporation of more than 10,000 employees and 3,000 managers. Strongly rooted in intergroup theory, the intervention program consisted of several components designed to effect both the distribution of influence among black and white managers and their understanding of race relations. ←

There were several special features of the project. First, before any intervention began, the intellectual basis of the work was thoroughly developed. Included were a general theory of intergroup relations in organizations, a philosophy of social science for black-white studies, and a comparison between embedded intergroup theory and the contact hypothesis. Second, the intervention program consisted primarily of three major components: a corporate-wide race relations advisory group, a race relations competence workshop, and an upward mobility program. Each of these activities was based upon the theory and represented a test of the theory in action. Third, the empirical research consisted, first, of an intensive examination and a short term assessment of each major intervention on its own terms and, second, of a comprehensive long term evaluation of the total program using both archival records and measures of perceptions.



As it turned out, the project faced a number of difficulties that had not been anticipated when the work began. At the national level, the administration changed and ushered in an increasingly conservative point of view with respect to race relations. Locally, the organization encountered a more competitive business environment and, as a consequence, faced a condition of shrinking corporate resources. These changes provided a more strenuous test of the theory and method than anticipated. Nevertheless, the project persisted, and we reach the end with clear indications of favorable change.

During the 10 period of study, movement of more black managers into senior positions occurred throughout the corporation, and the racial diversity of personnel committees increased. This change took place, despite the fact that the organization as a whole became smaller. Individuals associated with the project through participation in the Race Relations Advisory Group and the Race Relations Competence Workshop showed decidedly more progressive attitudes about race than people without that involvement. For the organization as a whole, however, the predominant pattern of change was toward increased racial tension based on white dominance. On balance, the effect of the project was to provide an important antidote against increasing racism in the corporate environment and in the country at large.

#### Technical Reports from the Project

1. An Intergroup Perspective on Group Dynamics
2. Towards a Philosophy of Social Science for Black-White Studies
3. Introduction to Changing Race Relations in Management
4. Changing Race Relations in Organizations: A Comparison of Theories
5. The Race Relations Advisory Group: An Intergroup Intervention
6. Measuring Managerial Potential and Intervening to Improve the Racial Equity

of Upward Mobility Decisions

7. The Race Relations Competence Workshop: An Intergroup Educational Procedure

8. Time Series Evaluation of Race Relations Improvement

9. Changing Perceptions of Race Relations in Management

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